

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



THE RELATIONSHIP BETWEEN SAFETY MANAGEMENT PRACTICES AND
SAFETY PERFORMANCE AMONG IIUM LABORATORY STAFFS



By

NORSYAFINI BINTI AHMAD MARZUKI

Thesis Submitted to Othman Yeop Abdullah Graduate School of Business, Universiti
Utara Malaysia, in Partial Fulfillment of the Requirement for the Master of Sciences
(Occupational Safety & Health Management)



**Pusat Pengajian Pengurusan
Perniagaan**

SCHOOL OF BUSINESS MANAGEMENT

Universiti Utara Malaysia

PERAKUAN KERJA KERTAS PENYELIDIKAN

(Certification of Research Paper)

Saya, mengaku bertandatangan, memperakukan bahawa

(I, the undersigned, certified that)

NORSYAFINI BINTI AHMAD MARZUKI (820307)

Calon untuk Ijazah Sarjana

(Candidate for the degree of)

MASTER OF SCIENCE (OCCUPATIONAL SAFETY AND HEALTH MANAGEMENT)

telah mengemukakan kertas penyelidikan yang bertajuk

(has presented his/her research paper of the following title)

**THE RELATIONSHIP BETWEEN SAFETY MANAGEMENT PRACTICES AND
SAFETY PERFORMANCE AMONG IUM LABORATORY STAFFS**

Seperti yang tercatat di muka surat tajuk dan kulit kertas penyelidikan

(as it appears on the title page and front cover of the research paper)

Bahawa kertas penyelidikan tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan.

(that the research paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the research paper).

Nama Penyelia
(Name of Supervisor)

: **PROF. MADYA DR. FADZLI SHAH BIN ABD. AZIZ**

Tandatangan
(Signature)

:

Tarikh
(Date)

:

10 April 2019

PERMISSION TO USE

In presenting this research paper in partial fulfillment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this research paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in their absence, by the Dean of Othman Yeop Abdullah Graduate School of Business where I did my research paper. It is understood that any copying or publication or use of this research paper parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my research paper.

Request for permission to copy or to make other use of materials in this research paper in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business

Universiti Utara Malaysia

06010 UUM Sintok

Kedah Darul Aman

ABSTRACT

Safety performance reflects the organizational safety outcomes and management commitment towards safety in organization. There are many elements have significant relationship with safety performance which are safety commitment, safety management, safety motivation etc. This study purposely to assess the association between safety management practices and safety performance among IIUM laboratory staffs. Using self-administrative questionnaire, the survey involved 69 employees who are the staff working in OHSAS 18001:2007 & MS1722:2011 certified laboratory. This study applied the purposive sampling for data collection and the raw data was analysed by SPSS version 25. Descriptive analysis, correlation analysis and regression analysis were conducted to fulfil the objective of the study. Correlation analysis revealed moderate relationship and regression analysis shows 20.6% of the variation in the safety management practices explained by safety performance. The findings benefit the management in identifying the correct mechanism and strategies to enhance occupational safety and health issues at the workplace.

Keywords: OHSAS 18001:2007, MS1722:2011, laboratory staffs, safety management practices, safety performance

ABSTRAK

Prestasi keselamatan menggambarkan tahap keselamatan organisasi dalam sebuah organisasi. Terdapat pelbagai elemen yang mempunyai hubungan yang signifikan dengan prestasi keselamatan; komitmen keselamatan, pengurusan keselamatan, motivasi keselamatan dan lain-lain. Kajian ini bertujuan mengkaji hubungan antara amalan pengurusan selamat dengan prestasi keselamatan di kalangan pekerja makmal di UIAM. Kajian ini menggunakan soal selidik yang ditadbir sendiri (*self-administrative questionnaire*) yang mana ianya melibatkan 69 pekerja makmal yang bekerja di makmal yang telah ditauliah dengan persijilan OHSAS 18001: 2007 dan MS1722:2011. Kajian ini menggunakan persampelan bertujuan (*purposive sampling*) dan data dianalisis dengan menggunakan perisian SPSS versi 25. Analisis deskriptif, analisis korelasi dan analisis regresi diuji untuk memenuhi tujuan kajian. Amalan pengurusan selamat berkorelasi secara sederhana dengan prestasi keselamatan manakala analisis regresi menunjukkan 20.6% variasi dalam amalan pengurusan keselamatan yang dijelaskan oleh prestasi keselamatan. Hasil dapatan kajian ini memberi kelebihan kepada pihak pengurusan dalam identifikasi mekanisma dan strategi yang terbaik bagi meningkatkan isu yang berkaitan dengan keselamatan dan kesihatan di tempat kerja.

Kata Kunci: OHSAS 18001:2007, MS1722:2011, pekerja makmal, amalan pengurusan selamat dan prestasi keselamatan

ACKNOWLEDGEMENT

Alhamdulillah, all praise to Almighty Allah for His blessing and help, I managed to complete this research paper. Special thank you to my supervisor, Prof. Dr. Fadzli Shah Abd Aziz for his tremendous support and guidance throughout the entire process. His valuable guidance and thorough review of every part of this research paper were greatly appreciated. His advice and critical discussion were remarkable and most valued.

To my beloved husband, Mohd Fadhlilullah b Mohamad Yusof, I am grateful for having you that support my entire journey to pursue my dreams. Besides that, millions thank you to my lovely father, Ahmad Marzuki Abd Rahman and my caring mother, Zawiyah Ramli for their love and endless support. To my sons, Aisy Aqiel, Aisy Raihan and Aisy Yusuf, I am grateful for having all of you and I hope that this entire process will inspires all of you to achieve your dreams. Not to forget, my entire family that contributes endless love and support during the process to complete this journey.

Thank You and Alhamdulillah.

Norsyafini Ahmad Marzuki

MSc (OSH Management), UUMKL

TABLE OF CONTENTS

Certification of Thesis Work	iii
Permission to Use	iv
Abstract.....	v
Abstrak.....	vi
Acknowledgement	vii
List of Tables	x
List of Figures	xi
List of Abbreviations	xii
CHAPTER 1 INTRODUCTION.....	1
1.1 Background of the Study	1
1.2 Background of International Islamic University Malaysia.....	6
1.3 Problem Statement.....	7
1.4 Research Questions.....	8
1.5 Research Objectives	9
1.6 Significance of Study.....	9
1.7 Scope and Limitations of the Study.....	10
1.8 Definition of Key Terms.....	10
1.9 Organization of the Thesis.....	11
CHAPTER 2 LITERATURE REVIEW	13
2.1 Introduction	13
2.2 Safety Management Practices.....	13
2.2.1 Management Commitment	14
2.2.2 Safety Training.....	15
2.2.3 Employees Involvement.....	16
2.2.4 Safety Communication and Feedback.....	16
2.2.5 Safety Rules & Procedure	17
2.2.6 Safety Promotion Policies	18
2.3 Safety Performance.....	18

CHAPTER 3 METHODOLOGY	20
3.1 Introduction	20
3.2 Research Framework	20
3.3 Hypotheses.....	22
3.4 Research Design	22
3.5 Operational Definition	23
3.6 Measurement of Variables/Instrumentation	25
3.7 Data Collection	29
3.8 Sampling.....	30
3.9 Pilot Study	30
3.10 Data Collection Procedures	32
3.11 Techniques of Data Analysis	32
 CHAPTER 4 RESEARCH FINDINGS	 33
4.1 Introduction	33
4.2 Response Rate.....	33
4.3 Descriptive Frequency Analysis on Demographic Profile	33
4.4 Reliability Analysis	36
4.5 Descriptive Statistics	37
4.6 Correlation Analysis	37
4.7 Regression Analysis	40
4.8 Hypothesis Result	41
 CHAPTER 5 DISCUSSION AND RECOMMENDATION	 42
5.1 Introduction	42
5.2 Discussion.....	42
5.3 Implications	47
5.4 Recommendation for future studies.....	48
5.5 Conclusion	48
 REFERENCES.....	 49
APPENDICES.....	61

LIST OF TABLES

Table 1. 1	Statistics certified scopes of and organization for year 2018	5
Table 1. 2	Campuses in IIUM.....	6
Table 1. 3	Accidents Statistic at IIUM Kuantan Campus from year 2015 to 2017 ..	7
Table 3. 1	Item for Management Commitment.....	26
Table 3. 2	Item for Safety Training.....	26
Table 3. 3	Item for Employee Involvement	27
Table 3. 4	Item for Safety Communication and Feedback	27
Table 3. 5	Item for Safety Rule and Procedure.....	27
Table 3. 6	Item for Safety Promotion Policies.....	28
Table 3. 7	Item for Safety Compliance	28
Table 3. 8	Item for Safety Participation.....	29
Table 3. 9	Numbers of laboratory staffs at four Kulliyyah that been certified	30
Table 3. 10	Reliability Analysis for Pilot Study	31
Table 4. 1	Summary of Responses.....	33
Table 4. 2	Respondent's Demographic Profile	35
Table 4. 3	Reliability Analysis for Actual Study	36
Table 4. 4	Mean Variables	37
Table 4. 5	Correlation Result	38
Table 4. 6	Detailed Correlation Result.....	39
Table 4. 7	Regression Result.....	40
Table 4. 8	Detailed Regression Result	41
Table 4. 9	Hypothesis Result	41

LIST OF FIGURES

Figure 3. 1	Research Framework developed by Vinodkumar & Bhasi, 2010.....	21
Figure 3. 2	Research Framework of this study.....	22
Figure 3. 3	Five Point Likert Scale.....	29



LIST OF ABBREVIATIONS

OSH	Occupational Safety and Health
OSHMS	Occupational Safety and Health Management System
OHSAS	Occupational Health and Safety Assessment Series
MS	Malaysia Standard
ILO	International Labour Organization
OSHA	Occupational Safety and Health Act
DOSH	Department of Occupational Safety and Health
ORD NO.	Ordinal Number
MOE	Ministry of Education
IIUM	International Islamic University Malaysia
NADOPOD	Notification of Accident, Dangerous Occurrence, Occupational Poisoning and Occupational Disease
SPSS	Statistical Package for the Social Sciences
RQ	Research Question
RO	Research Objective
TNA	Training Need Analysis
OSHBE	Occupational Safety, Health and Built Environment

CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Occupational safety and health (OSH) aims to protect the safety, health and welfare of the employees at the workplace. Alli (2008) describes OSH as science of the anticipation, recognition, evaluation and control of hazards rising in or from the workplace that can cause harm to the health and well-being of employees. OSH is an essential element in an organization to growth employees' performance and moral, and organization financial implication (Ganesh CS & Krishnan R, 2016). A safe working environment guarantees employees' safety and health which benefits organizations productivity and economic efficiency of a country (de Kok, Deijl, & Veldhuis-Van Essen, 2013) whereas unsafe workplace condition will incline to affect the employees' capability, satisfaction and performance.

OSH at the workplace is a crucial element in management, which have an adverse effect to the employees especially when occupational accidents occurs. According to Fernández-Muñiz, Montes-Peón, & Vázquez-Ordás (2009), occupational accidents affect management's reputation and competitiveness which accidents usually occurred when a person at work in negligence and lack or knowledge of proper practice at the workplace. Hofmann, Burke, & Zohar (2017) mentioned that there are many factors contributes to safety and health issues at the workplace. Based on report of Global Estimates of Occupational Accidents and Work-related Illnesses 2017, occupational accidents may cause 2.78 million deaths every year and 340 million of non-fatal occupational accidents (Hämäläinen, Takala, & Kiat, 2017). These findings obviously

REFERENCES

- Abad, J., Lafuente, E., & Vilajosana, J. (2013). An assessment of the OHSAS 18001 certification process: Objective drivers and consequences on safety performance and labour productivity. *Safety Science*, 60, 47–56. <https://doi.org/10.1016/j.ssci.2013.06.011>
- Abidin, E. Z., & Rasdi, I. (2015). Occupational Safety And Health Management System In Malaysia: Comparison Between OHSAS 18001:2007 AND MS 1722:2011. *International Journal of Public Health and Clinical Sciences*, 2(June), 23–32.
- Aksorn, T., & Hadikusumo, B. H. W. (2008). Measuring effectiveness of safety programmes in the Thai construction industry. *Construction Management and Economics*, 26(4), 409–421. <https://doi.org/10.1080/01446190801918722>
- Alli, B. O. (2008). *Fundamental principles of occupational health and safety*. Vasa. <https://doi.org/10.1017/CBO9781107415324.004>
- Barling, J., Kelloway, E. K., & Iverson, R. D. (2003). High-quality work, job satisfaction, and occupational injuries. *Journal of Applied Psychology*, 88(2), 276–283. <https://doi.org/10.1037/0021-9010.88.2.276>
- Bayram, M. (2018). The Management Commitment to OHS , Employee Satisfaction and Safety Performance : An Empirical Study The Management Commitment to OHS , Employee Satisfaction and Safety Performance : An Empirical Study. *International Journal of Latest Engineering and Management Research (IJLEMR)*, 03(07), 63–71.
- Bottani, E., Monica, L., & Vignali, G. (2009). Safety management systems: Performance differences between adopters and non-adopters. *Safety Science*, 47(2), 155–162. <https://doi.org/https://doi.org/10.1016/j.ssci.2008.05.001>
- BSI. (2018). *BS OHSAS 18001 - Occupational Health and Safety Management (OHS)*.

Retrieved from <https://www.bsigroup.com/en-GB/ohsas-18001-occupational-health-and-safety/>

- Burke, M. J., Sarpy, A. S., Tesluk, P. E., & Smith-Crowe, K. (2002). General safety performance: A test of a grounded theoretical model. *Personnel Psychology*, 55(2), 429–457. <https://doi.org/10.1111/j.1744-6570.2002.tb00116.x>
- Camp, W. G. (2001). Formulating and evaluating theoretical frameworks for career and technical education research. *Journal of Vocational Education Research*, 26, 1–17. <https://doi.org/10.5328/JVER26.1.4>
- Cheyne, A., Cox, S., Oliver, A., & Tomás, J. M. (1998). Modelling safety climate in the prediction of levels of safety activity. *Work and Stress*, 12(3), 255–271. <https://doi.org/10.1080/02678379808256865>
- Cheyne, A. J. ., & Cox, S. . (2000). Assessing safety culture in offshore environments. *Safety Science*, 34, 111–129.
- Cohen, A. (1977). Factors in successful occupational safety programs. *Journal of Safety Research*, 9(4), 168–178.
- Cox, S., & Flin, R. (1998). Safety culture: Philosopher's stone or man of straw? *Work & Stress*, 12(3), 189–201. <https://doi.org/10.1080/02678379808256861>
- Coyle, I. R., Sleeman, S. D., & Adams, N. (1995). Safety climate. *Journal of Safety Research*, 26(4), 247–254. [https://doi.org/10.1016/0022-4375\(95\)00020-Q](https://doi.org/10.1016/0022-4375(95)00020-Q)
- D.Langford, S.Rowlinson, E. S. (2002). Safety behaviour and safety management: its influence on the attitudes of workers in the UK construction industry. *Engineering, Construction and Architectural Management*, 07(02), 133–140. <https://doi.org/https://doi.org/10.1108/eb021138>
- de Kok, J., Deijl, C., & Veldhuis-Van Essen, C. (2013). *Is Small Still Beautiful?* *TopKopie* (Vol. 20). Retrieved from

<http://www.ncbi.nlm.nih.gov/pubmed/21504798>

Dedobbeleer, N., & Béland, F. (1991). A safety climate measure for construction sites.

Journal of Safety Research. Netherlands: Elsevier Science.

[https://doi.org/10.1016/0022-4375\(91\)90017-P](https://doi.org/10.1016/0022-4375(91)90017-P)

Department of Standards Malaysia. (2011). *Malaysian Standard MS 1722:2011*

Occupational safety and health (OSH) management systems - Requirements (First revision).

Department of Standards Malaysia. (2018). Accredited Certification (updated until Q1

2018). Retrieved from <http://www.jsm.gov.my/statistics#.WwT12NSFPcs>

Depasquale, J. P., & Geller, E. S. (1999). Critical Success Factors for Behavior-Based

Safety: A Study of Twenty Industry-wide Applications. *Journal of Safety*

Research, 30(4), 237–249. [https://doi.org/10.1016/S0022-4375\(99\)00019-5](https://doi.org/10.1016/S0022-4375(99)00019-5)

Díaz-Cabrera, D., Hernández-Fernaund, E., & Isla-Díaz, R. (2007). An evaluation of a new instrument to measure organisational safety culture values and practices.

Accident Analysis and Prevention, 39(6), 1202–1211.

<https://doi.org/10.1016/j.aap.2007.03.005>

Eaton, A. E., & Nocerino, T. (2000). The Effectiveness of Health and Safety

Committees : Results of a Survey of Public-Sector Workplaces. *Industrial*

Relations, 39(2), 265–290.

F.Hair, J., Black, W. C., Babin, B. J., & Anderson, R. E. (2006). *Multivariate Data*

Analysis (7th ed.). Pearson New International Edition.

<https://doi.org/10.1038/259433b0>

Farouk, U. K. (2017). The relationship between management ' s commitment and

effective safety and health committees in Malaysia, 39(2), 204–222.

<https://doi.org/10.1108/ER-08-2014-0089>

- Farouk, U. K., Richardson, S., & Santhapparaj, A. J. S. (2011). Occupational Safety and Health Committees: How Fares the Pulse of the Self-Regulatory System in Malaysian Manufacturing Firms? *International Journal of Trade, Economics and Finance*, 2(5), 412. <https://doi.org/http://dx.doi.org/10.7763/IJTEF.2011.V2.141>
- Federal Constitution (2007).
- Fernández-Muñiz, B., Montes-Peón, J. M., & Vázquez-Ordás, C. J. (2007). Safety culture: Analysis of the causal relationships between its key dimensions. *Journal of Safety Research*, 38(6), 627–641. <https://doi.org/10.1016/j.jsr.2007.09.001>
- Fernández-Muñiz, B., Montes-Peón, J. M., & Vázquez-Ordás, C. J. (2009). Relation between occupational safety management and firm performance. *Safety Science*, 47(7), 980–991. <https://doi.org/10.1016/j.ssci.2008.10.022>
- Fernández-Muñiz, B., Montes-Peón, J. M., & Vázquez-Ordás, C. J. (2012). Safety climate in OHSAS 18001-certified organisations: Antecedents and consequences of safety behaviour. *Accident Analysis and Prevention*, 45, 745–758. <https://doi.org/10.1016/j.aap.2011.10.002>
- Flin, R., Mearns, K., O'Connor, P., & Bryden, R. (2000). Measuring safety climate: Identifying the common features. *Safety Science*, 34(1–3), 177–192. [https://doi.org/10.1016/S0925-7535\(00\)00012-6](https://doi.org/10.1016/S0925-7535(00)00012-6)
- Furr, A. (2000). *CRC Handbook of Laboratory Safety*. Boca Raton: CRC Press.
- Ganesh CS, & Krishnan R. (2016). A Review of Occupational Injury Research In Malaysia. *Med J Malaysia*, 71(1), 100–104. Retrieved from <http://www.e-mjm.org/2016/v71s1/occupational-injury-research.pdf>
- Glendon, A. I., & D.K., L. (2001). Safety climate factors, group differences and safety behaviour in road construction. *Safety Science*, 39, 157–188.
- Granerud, R. L., & Rocha, R. S. (2011). Organisational learning and continuous

- improvement of health and safety in certified manufacturers. *Safety Science*, 49(7), 1030–1039. <https://doi.org/10.1016/j.ssci.2011.01.009>
- Griffin, M. A., & Hu, X. (2013). How leaders differentially motivate safety compliance and safety participation : The role of monitoring , inspiring , and learning. *Safety Science*, 60, 196–202. <https://doi.org/10.1016/j.ssci.2013.07.019>
- Griffin, M. A., & Neal, A. (2000). Perceptions of safety at work: a framework for linking safety climate to safety performance, knowledge, and motivation. *Journal of Occupational Health Psychology*, 5(3), 347–358. <https://doi.org/10.1037/1076-8998.5.3.347>
- Griffin, M. A., & Neal, A. (2000). Perceptions of safety at work: A framework for linking safety climate to safety performance, knowledge, and motivation. *Journal of Occupational Health Psychology*, 5(3), 347–358. <https://doi.org/10.1037/1076-8998.5.3.347>
- Griffiths, D. K. (1985). Safety attitudes of management. *Ergonomics*, 28(1), 61–67. <https://doi.org/10.1080/00140138508963112>
- Hämäläinen, P., Takala, J., & Kiat, T. B. (2017). *Global Estimates of Occupational Accidents and Work-related Illnesses 2017. Workplace Safety and Health Institute*. <https://doi.org/10.1016/j.ssci.2005.08.017>
- Harper, A. C., Cordery, J. L., De Klerk, N. H., Sevastos, P., Geelhoed, E., Gunson, C., ... Colquhoun, J. (1996). Curtin industrial safety trial: Managerial behavior and program effectiveness. *Safety Science*, 24(3), 173–179. [https://doi.org/10.1016/S0925-7535\(96\)00077-X](https://doi.org/10.1016/S0925-7535(96)00077-X)
- He, A., Xu, S., & Fu, G. (2012). Study on the basic problems of safety culture. *Procedia Engineering*, 43, 245–249. <https://doi.org/10.1016/j.proeng.2012.08.042>
- Hinze, J., Thurman, S., & Wehle, A. (2013). Leading indicators of construction safety

- performance. *Safety Science*, 51(1), 23–28.
<https://doi.org/10.1016/j.ssci.2012.05.016>
- Hofmann, D. A., Burke, M. J., & Zohar, D. (2017). 100 years of occupational safety research: From basic protections and work analysis to a multilevel view of workplace safety and risk. *The Journal of Applied Psychology*, 102(3), 375–388.
<https://doi.org/10.1037/apl0000114>
- Hofmann, D. A., & Stetzer, A. (1996). A cross-level investigation of factors influencing unsafe behaviors and accidents. *Personnel Psychology*, 49(2), 307–339.
<https://doi.org/10.1111/j.1744-6570.1996.tb01802.x>
- Hon, C. K. H., Chan, A. P. C., & Yam, M. C. H. (2014). Relationships between safety climate and safety performance of building repair, maintenance, minor alteration, and addition (RMAA) works. *Safety Science*, 65, 10–19.
<https://doi.org/10.1016/j.ssci.2013.12.012>
- Hu, X., Griffin, M. A., & Bertuleit, M. (2016). Modelling antecedents of safety compliance: Incorporating theory from the technological acceptance model. *Safety Science*, 87, 292–298. <https://doi.org/10.1016/j.ssci.2015.12.018>
- Huang, Y.-H., Ho, M., Smith, G. S., & Chen, P. Y. (2006). Safety climate and self-reported injury: assessing the mediating role of employee safety control. *Accident; Analysis and Prevention*, 38(3), 425–433.
<https://doi.org/10.1016/j.aap.2005.07.002>
- I Anuar, F Zahedi , A Kadir, A. . M. (2008). Laboratory-Acquired Injuries in Medical Laboratory: A Survey of Three Referral Medical Laboratories from Year 2001 To 2005. *Journal of Community Health*, 14(1), 32–38.
- ILO. (2001). *Guidelines on occupational safety and health management systems ILO-OSH 2001*.

- ILO. (2011). *OSH Management System: A Tool for Continual Improvement*.
[https://doi.org/ISBN 978-92-2-124740-1](https://doi.org/ISBN%20978-92-2-124740-1)
- Jilcha, K., & Kitaw, D. (2009). A Literature Review on Global Occupational Safety and Health Practice & Accidents Severity. *International Journal for Quality Research*, 10(2), 279–310. <https://doi.org/10.18421/IJQR10.02-04>
- Krejcie, R. V, & Morgan, D. W. (1970). Determining and psychological measurement. *Educational and Psychological Measurement*, 30, 607–610.
<https://doi.org/10.1177/0013164405285548>
- Lee, S. woon, Kim, K. hwan, & Kim, T. gu. (2012). Current situation of certification system and future improvements of the occupational health and safety management system for loss prevention in Korea - Focused on KOSHA 18001. *Journal of Loss Prevention in the Process Industries*, 25(6), 1085–1089.
<https://doi.org/10.1016/j.jlp.2012.05.012>
- Lee, T. (1998). Assessment of safety culture at a nuclear reprocessing plant. *Work & Stress*, 12(3), 217–237. <https://doi.org/10.1080/02678379808256863>
- Levine, D., & Toffel, M. (2010). Quality Management and Job Quality: How the ISO 9001 Standard for Quality Management Systems Affects Employees and Employers. *Management Science*, 56(6), 978–996. Retrieved from <https://econpapers.repec.org/RePEc:inm:ormnsc:v:56:y:2010:i:6:p:978-996>
- Lo, C. K. Y., Pagell, M., Fan, D., Wiengarten, F., & Yeung, A. C. L. (2014). OHSAS 18001 certification and operating performance: The role of complexity and coupling. *Journal of Operations Management*, 32(5), 268–280.
<https://doi.org/10.1016/j.jom.2014.04.004>
- Lu, C. S., & Yang, C. S. (2011). Safety climate and safety behavior in the passenger ferry context. *Accident Analysis and Prevention*, 43(1), 329–341.

<https://doi.org/10.1016/j.aap.2010.09.001>

Martínez-córcoles, M., Gracia, F., Tomás, I., & Peiró, J. M. (2011). Leadership and employees ' perceived safety behaviours in a nuclear power plant : A structural equation model q. *Safety Science*, 49(8–9), 1118–1129.
<https://doi.org/10.1016/j.ssci.2011.03.002>

McGonagle, A. K., Childress, N. M., Walsh, B. M., & Bauerle, T. J. (2016). Can Civility Norms Boost Positive Effects of Management Commitment to Safety? *The Journal of Psychology*, 150(5), 591–605.
<https://doi.org/10.1080/00223980.2016.1143798>

Mearns, K., Whitaker, S. M., & Flin, R. (2003). Safety climate , safety management practice and safety performance in offshore environments, 41, 641–680.
[https://doi.org/10.1016/S0925-7535\(02\)00011-5](https://doi.org/10.1016/S0925-7535(02)00011-5)

Milgate, N., Innes, E., & O'Loughlin, K. (2002). Examining the effectiveness of health and safety committees and representatives: A review. *Work (Reading, Mass.)*, 19, 281–290.

Mohammadfam, I., Kamalinia, M., Momeni, M., Golmohammadi, R., Hamidi, Y., & Soltanian, A. (2017). Evaluation of the Quality of Occupational Health and Safety Management Systems Based on Key Performance Indicators in Certified Organizations. *Safety and Health at Work*, 8(2), 156–161.
<https://doi.org/10.1016/j.shaw.2016.09.001>

Nadhim, E. A., Hon, C., Xia, B., Stewart, I., & Fang, D. (2018). Investigating the Relationships between Safety Climate and Safety Performance Indicators in Retrofitting Works, 18(2), 110–129.

Occupational Safety and Health Act, Pub. L. No. Act 514 (1994).

Pallant, J. (2007). *SPSS Survival Manual* (3rd ed.). Mc-Graw Hill Education.

- Podgórski, D. (2015). Measuring operational performance of OSH management system - A demonstration of AHP-based selection of leading key performance indicators. *Safety Science*, 73, 146–166. <https://doi.org/10.1016/j.ssci.2014.11.018>
- Robson, L. S., Clarke, J. A., Cullen, K., Bielecky, A., Severin, C., Bigelow, P. L., ... Mahood, Q. (2007). The effectiveness of occupational health and safety management system interventions: A systematic review. *Safety Science*, 45(3), 329–353. <https://doi.org/10.1016/j.ssci.2006.07.003>
- Rundmo, T. (1994). Associations between safety and contingency measures and occupational accidents on offshore petroleum platforms. *Scandinavian Journal of Work, Environment & Health*, 20(2), 128–131.
- Santos, G., Barros, S., Mendes, F., & Lopes, N. (2013). The main benefits associated with health and safety management systems certification in Portuguese small and medium enterprises post quality management system certification. *Safety Science*, 51(1), 29–36. <https://doi.org/https://doi.org/10.1016/j.ssci.2012.06.014>
- Sawacha, E., Naoum, S., & Fong, D. (1999). Factors affecting safety performance on construction sites. *International Journal of Project Management*, 17(5), 309–315. [https://doi.org/10.1016/S0263-7863\(98\)00042-8](https://doi.org/10.1016/S0263-7863(98)00042-8)
- Seixas, N., Crollard, A., Neitzel, R., Stover, B., & Dominguez, C. (2013). Intervening at the Bottom: Can a Health and Safety Committee Intervention Influence Management Commitment? *Policy and Practice in Health and Safety*, 11(1), 61–78. <https://doi.org/10.1080/14774003.2013.11667785>
- Sekaran, U. (2003). *Research Methods for Business: A Skill Building Approach*. New York, USA: John Wiley & Sons (4th ed.). <https://doi.org/10.1017/CBO9781107415324.004>
- Shannon, H. S., Walters, V., Lewchuk, W., Richardson, J., Moran, L. A., Haines, T., &

- Verma, D. (1996). Workplace organizational correlates of lost-time accident rates in manufacturing. *American Journal of Industrial Medicine*, 29(3), 258–268.
[https://doi.org/10.1002/\(SICI\)1097-0274\(199603\)29:3<258::AID-AJIM5>3.0.CO;2-M](https://doi.org/10.1002/(SICI)1097-0274(199603)29:3<258::AID-AJIM5>3.0.CO;2-M)
- Skeepers, N. C., & Mbohwa, C. (2015). A study on the leadership behaviour , safety leadership and safety performance in the construction industry in South Africa. *Procedia Manufacturing*, 4(Iess), 10–16.
<https://doi.org/10.1016/j.promfg.2015.11.008>
- Smith-Crowe, K., Burke, M. J., Chan-Serafin, S., Salvador, R. O., Sonesh, S., & Smith, A. (2011). The dread factor: How hazards and safety training influence learning and performance. *Journal of Applied Psychology*, 96(1), 46–70.
<https://doi.org/10.1037/a0021838>
- Social Security Organisation. (2016). *Annual Report 2016*. Retrieved from https://www.perkeso.gov.my/images/laporan_tahunan/LaporanTahunan2016.pdf
- Subramaniam, C., Faridahwati Mohd Shamsudin, Md.Lazim Mohd Zin, Subramaniam Sri Ramalu, & Zuraida Hassan. (2016). Safety Management Practices and Safety Compliance: A Model for SMEs in Malaysia. In *The European Proceedings of Social & Behavioural Sciences* (pp. 856–862).
<https://doi.org/10.15405/epsbs.2016.08.120>
- Vecchio-Sadus, A. M. (2007). Enhancing safety culture through communication. *Safety Science Monitor*, 11(3), 1–10. Retrieved from <http://ssmon.chb.kth.se/volumes/vol11/issue3/2Vecchio.pdf%0Ahttp://ssmon.chb.kth.se/vol11/Issue3/2Vecchio.pdf>
- Veloo, A., & Raman, A. (2013). *Kaedah Analisis & Interpretasi Data*. Sintok:Universiti Utara Malaysia

- Vinodkumar, M. N., & Bhasi, M. (2010). Safety management practices and safety behaviour: Assessing the mediating role of safety knowledge and motivation. *Accident Analysis and Prevention*, 42(6), 2082–2093. <https://doi.org/10.1016/j.aap.2010.06.021>
- Vredenburg, A. G. (2002). Organizational safety: Which management practices are most effective in reducing employee injury rates? *Journal of Safety Research*, 33(2), 259–276. [https://doi.org/10.1016/S0022-4375\(02\)00016-6](https://doi.org/10.1016/S0022-4375(02)00016-6)
- Wachter, J. K., & Yorio, P. L. (2014). A system of safety management practices and worker engagement for reducing and preventing accidents: An empirical and theoretical investigation. *Accident Analysis and Prevention*, 68, 117–130. <https://doi.org/10.1016/j.aap.2013.07.029>
- Williamson, A. M., Feyer, A. M., Cairns, D., & Biancotti, D. (1997). The development of a measure of safety climate: The role of safety perceptions and attitudes. *Safety Science*, 25(1–3), 15–27. [https://doi.org/10.1016/S0925-7535\(97\)00020-9](https://doi.org/10.1016/S0925-7535(97)00020-9)
- Wu, T.-C., Liu, C.-W., & Lu, M.-C. (2007). Safety climate in university and college laboratories: Impact of organizational and individual factors. *Journal of Safety Research*, 38(1), 91–102. [https://doi.org/https://doi.org/10.1016/j.jsr.2007.01.003](https://doi.org/10.1016/j.jsr.2007.01.003)
- Yoon, S. J., Lin, H. K., Chen, G., Yi, S., Choi, J., & Rui, Z. (2013). Effect of occupational health and safety management system on work-related accident rate and differences of occupational health and safety management system awareness between managers in South Korea's construction industry. *Safety and Health at Work*, 4(4), 201–209. <https://doi.org/10.1016/j.shaw.2013.10.002>
- Yule, S., Flin, R., & Murdy, A. (2006). The role of management and safety climate in preventing risk-taking at work. *International Journal of Risk Assessment and Management*, 7(2), 137. <https://doi.org/10.1504/ijram.2007.011727>

- Zhang, D., Linderman, K., & Schroeder, R. G. (2012). The moderating role of contextual factors on quality management practices. *Journal of Operations Management*, 30(1–2), 12–23. <https://doi.org/10.1016/j.jom.2011.05.001>
- Zohar, D. (1980a). Safety climate in industrial organizations: Theoretical and applied implications. *Journal of Applied Psychology*, 65(1), 96–102. <https://doi.org/10.1037/0021-9010.65.1.96>
- Zohar, D. (1980b). Safety Climate in Industrial Organizations: Theoretical and Applied Implications. *Journal of Applied Psychology*, 65(1), 96–102. <https://doi.org/10.1037/0021-9010.65.1.96>
- Zubir, B., Saad, F., Maidin, W. F. W., & Jamaludin, M. R. (2016). Safety and Health Awareness among Staff and Students in Workshop and Laboratory of an Engineering Technology University Campus. *International Journal of Engineering Research & Technology (IJERT)*, 5(03), 285–288.



APPENDICES

SURVEY QUESTIONNAIRE



**SCHOOL OF BUSINESS MANAGEMENT
COLLEGE OF BUSINESS
UNIVERSITI UTARA MALAYSIA**

Dear Sir / Madam:

I am pleased to inform you that I am currently conducting a survey entitled **The Relationship between Safety Management Practices and Safety Performance among IIUM Laboratory Staffs**. The study intends to examine the relationship between safety management practices towards safety performance among laboratory staffs in International Islamic University Malaysia Kuantan Campus.

Hence, I would be very grateful if you could answer all of the questions in the survey. The survey should take about 30 minutes to complete. Please answer all questions and return the completed questionnaires promptly.

Please note that your response is private and confidential. Individual respondents will not be identified in any data or reports. If you have any enquires about the survey, kindly contact me at 0129674976 or email to syafinimarzuki@gmail.com.

Thank you very much for considering your involvement, time and cooperation in this survey.

Yours sincerely,

Norsyafini Ahmad Marzuki

School of Business Management

College of Business,

Universiti Utara Malaysia

06010 Sintok,

Kedah

PART I: DEMOGRAPHIC QUESTIONS

Please tick (/) in the appropriate box.

No	Item	
1.	K/C/D/I	<input type="checkbox"/> Kulliyyah of Medicine (KOM) <input type="checkbox"/> Kulliyyah of Pharmacy (KOP) <input type="checkbox"/> Kulliyyah of Science (KOS) <input type="checkbox"/> Kulliyyah of Allied Health Sciences (KAHS)
2.	Position	<input type="checkbox"/> Science Officer <input type="checkbox"/> Assistant Science Officer <input type="checkbox"/> Medical Laboratory Technologist <input type="checkbox"/> Attendant
3.	Education Level	<input type="checkbox"/> SPM <input type="checkbox"/> Diploma <input type="checkbox"/> Degree <input type="checkbox"/> Master <input type="checkbox"/> PHD <input type="checkbox"/> Others:..... (Please specify)
4.	Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female
5.	Age	<input type="checkbox"/> 18 - 29 <input type="checkbox"/> 30 - 39 <input type="checkbox"/> 40- 49 <input type="checkbox"/> 50 and above
6.	Working Experience	<input type="checkbox"/> Less than 1 year <input type="checkbox"/> 1-5 years <input type="checkbox"/> More Than 6 years
7.	Do you have any history of accidents while working at the workplace	<input type="checkbox"/> Yes <input type="checkbox"/> No

PART 2: SAFETY MANAGEMENT PRACTICES

Please tick (/) in the appropriate box to indicate your level of agreement for each statement below.

SCALE	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
-------	---------------------------	---------------	--------------	------------	---------------------

Item	Statement	1	2	3	4	5
1.	Safety is given high priority by the management					
2.	Safety rules and procedures are strictly followed by the management					
3.	Corrective action is always taken when the management is told about unsafe practices					
4.	In my workplace managers/supervisors do not show interest in the safety of workers					
5.	Management considers safety to be equally important as production					
6.	Members of the management do not attend safety meetings					

7.	I feel that management is willing to compromise on safety for increasing production					
8.	When near-miss accidents are reported, my management acts quickly to solve the problems					
9.	My Kulliyyah provides sufficient personal protective equipment for the workers					
10.	My Kulliyyah/department gives comprehensive training to the employees on workplace safety and health issues.					
11.	Newly recruits are trained adequately to learn safety rules and procedures.					
12.	Safety issues are given high priority in training programmes.					
13.	I am not adequately trained to respond to emergency situations in my workplace.					
14.	The management encourages the employees to attend Occupational Safety and Health training programmes					
15.	Safety training given to me is adequate to enable to assess hazards in the workplace					
16.	The management always welcomes opinion from employees before making final decisions on safety related matters.					
17.	My Kulliyyah has Safety and Health Committees consisting of representatives from management and employees.					
18.	The management promotes employees involvement in safety related matters					
19.	The management consults with employees regularly about workplace safety and health issues.					
20.	Employees do not sincerely participate in identifying safety problems.					
21.	My Kulliyyah/department does not have a hazard reporting system in which employees can communicate hazard information before hazard occurs.					
22.	The management operates an open door policy on safety and health issues.					
23.	There is sufficient opportunity to discuss and deal with safety and health issues in the meetings.					
24.	The targets and goals for safety performance in my organization are not clear to the employees					
25.	There is an open communication about occupational safety and health issues in the workplace.					
26.	The safety rules and procedures followed in my Kulliyyah/department are sufficient to prevent incidents from occurring.					
27.	The facilities which are provided by the Occupational Safety and Health Committee are not adequate to meet the needs of the organization					
28.	My supervisor and Top Management Officers always try to enforce safe working procedures					
29.	Safety inspections are carried out regularly.					

30.	The safety procedures and practices in this organization are useful and effective.					
31.	In my Kulliyah/department, safe conduct is considered as a positive factor for job promotion					
32.	In my Kulliyah/department, employees are rewarded for reporting safety hazards (thanked, cash or other rewards, recognition in newsletter, etc.).					
33.	In my Kulliyah/department, Occupational Safety and Health Week celebration and other safety promotional activities arranged by the management are very effective in creating safety awareness among workers.					
34.	There is an existence of very healthy competition among employees to find out and report unsafe conditions and acts.					
35.	My supervisor becomes very unhappy and angry when employees find out and report unsafe conditions and acts in the unit.					

PART 3: SAFETY PERFORMANCE

Please tick (/) in the appropriate box to indicate your level of agreement for each statement below.

SCALE	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
-------	---------------------------	---------------	--------------	------------	---------------------

Item	Statement	1	2	3	4	5
1.	I use all necessary safety equipment to do my job.					
2.	I carry out my work in a safe manner					
3.	I follow correct safety rules and procedures while carrying out my job.					
4.	I ensure the highest levels of safety when I carry out my job.					
5.	Occasionally due to lack of time, I deviate from correct and safe work procedures					
6.	Occasionally due to over familiarity with the job, I deviate from correct and safe work procedures.					
7.	It is not always practical to follow all safety rules and procedures while doing a job.					
8.	I help my co-workers when they are working under risky or hazardous conditions.					
9.	I always point out to the management if any safety related matters are noticed in Kulliyah/ my work area					
10.	I put extra effort to improve the safety of the workplace.					
11.	I voluntarily carryout tasks or activities that help to improve workplace safety.					
12.	I encourage my co-workers to work safely.					

<THANK YOU FOR YOUR TIME AND PARTICIPATION>